

APPENDIX P

POTENTIAL HINDRANCES TO CIVILIAN RECRUITMENT

A. PURPOSE

Many DoD installations will have greatly increased populations during mobilization. Mobilization **planners** at those installations must consider potential hindrances to civilian recruitment in addition to labor market considerations. This Appendix includes a discussion of some of the more likely problem areas and possible planning actions to overcome them.

B. CHARACTERISTICS

1. Quality of life. Most potential hindrances to civilian recruitment affect the life style and opportunities of the prospective employee or his family. Following is a discussion of several important quality of life considerations.

2. Responsibility of personnel and manpower managers. Direct functional responsibility for most quality of life considerations is outside the responsibilities of the personnel or manpower managers. However, shortfalls in these areas can hinder these managers' ability to attract and retain new civilian employees and meet their mobilization manpower requirements. These managers should participate actively in evaluating each factor, identifying potential shortfalls and their impacts, and developing remedial actions.

3. Historical data. **Personnel** managers should provide historical workforce data to functional managers so that meaningful evaluations can be made. These data might include workforce profiles by age and sex, marital statistics, and numbers and ages of dependent children. Functional managers will require similar data also on increased military populations. The presence of other military installations, Federal agencies, and defense contractors in the immediate recruiting area should also be taken into account.

C. POTENTIAL HINDRANCES

A partial list of factors for consideration by the personnel manager follows:

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| (1) Housing | Adequate housing for new employees and their families must be available within reasonable commuting distances. Other military installations, Federal agencies, or defense contractors may cause competition. |
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Personnel managers, in conjunctions with appropriate housing officials, must develop a set of potential requirements. Local community officials and realtors can provide availability estimates. These estimates should include motels, hotels, and private residences for single boarders. Installation officials should predetermine and preplan the use of these facilities.

(2) Utilities'
Capacities

Local power, water, and sewage infrastructures must be able to support the projected populations. This applies both on and off the installation. Identified limitations may be improved by peacetime planning and programming.

(3) Transportation

Transportation needs both on and off the installation will increase. Requirements could develop for off-installation routes to bring personnel to work, for school children and expanded area business travel. Also, on-base travel (bus or taxi) will increase. Evaluation of on-base capacities should consider expansion by increased government-paid trips by Privately Owned Vehicles (**POV**), commercial rentals, and contractor-operated bus systems. Means to reduce requirements could include establishment of mandatory bus/van/car pools. If its capability is increased, the installation may require additional operators, maintenance, and administrative **personnel**.

(4) **Childcare**
Facilities

Availability of adequate **childcare** facilities can favorably influence recruitment possibilities due to the large numbers of potentially two-worker families. The regularly dependent populations would also benefit. Installations should plan to accommodate increases by identifying facilities and other equipment needs as well as sources of staffing (volunteer-contract) including any special requirements. Assistance is possible from commercial facilities. In these cases, installations should accumulate information on availability, costs, etc.

- (5) Installation Dining Facilities
- Increased civilian populations coupled with expanded operating hours will place heavy demand on installation dining facilities. Identification of new facilities, required equipment, staggering meal (shift) hours by organizations on the installation, use of mobile catering services (especially for remote areas), expansion of current facilities, and use of military dining facilities are ways to meet these needs.
- (6) Medical (incl. dental care)
- Mobilization population will increase medical demands on the community. These increases will be due to the increase in military dependents, who will rely more heavily on CHAMPUS-provided services from the economy, increased numbers of eligible military dependents and local professionals who may be subject to military service. Military pharmacies as well as administrative personnel to assist in claims processing can expect increased workloads. Additional civilian personnel, such as those working with toxic materials, can materially increase the installation workloads for routine monitoring. Contract services, expansion of the geographical area considered (may increase transportation requirements) , use of paramedical personnel, and permitting professional medical personnel to augment local civilian facilities on a part-time basis may assist in meeting some of these requirements.
- (7) Training Programs
- Installations should prepare well structured training programs especially for new hires (See Appendix F).
- (8) Financial Services
- Installation banking facilities, including credit unions, must prepare for increased workloads . Loan and credit policies should be as liberal as possible. Installations should advise community banks and savings and loans and solicit maximum cooperation regarding mortgages and checking policies. Installation personnel may prepare information pamphlets on locally available facilities. **Also**, the military finance office must prepare for the additional workload from travel vouchers, advance pay requests, etc. , so they can pay expeditiously, especially newly arrived personnel (military and civilian).

- (9) Recreational
Installations should evaluate potential capacities of recreational facilities, as well as the need for changes in policies and priorities for civilian use.
- (10) Career
Develop-
merit/Pro -
gression
Opportuni-
ties
Some positions may exist only at lower grades with little opportunity for promotion or career development. These skills offer little inducement to new hires . In some cases the impact can be reduced through well developed training or upward mobility programs.